



**REQUEST FOR PROPOSAL
FOR
THE NORTHWEST ONE-STOP CAREER CENTER
RFP #
FY 01-01**

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PART I: GENERAL INFORMATION

The Baltimore City Workforce Investment Board (BWIB), acting by and through the Mayor's Office of Employment Development (MOED) is issuing a Request For Proposal (RFP) to solicit entities with the expertise and capacity to manage a ONE-STOP CAREER CENTER located at 2401 Liberty Heights Avenue; Suite 302, Baltimore, Maryland 21215. The expected term for a contract to be awarded under this solicitation will be 2 years, commencing on or about July 1, 2001 with a one (1) year option, provided measurable performance outcomes are successfully achieved.

The objective of this procurement is to select an entity to effectively and efficiently manage and deliver the services solicited in this RFP. The selectee will be required to:

- Develop and implement a comprehensive outreach and recruitment plan to engage job seekers, employers and community organizations in the services available through the Career Center;
- Manage the flow of customers through the tiers of services in accordance with the MOED's strategic plan and related rules and state and federal regulations;
- Develop and implement a fully integrated customer service strategy that is customer driven and leads to the successful acquisition of individual career/employment goals;
- Maintain a close working relationship with One-Stop partners and promote a delivery of "seamless services";
- Develop a plan to achieve the performance measures established by the United States Department of Labor; State of Maryland Department of Labor, Licensing and Regulation, and the MOED. Performance measures include but are not limited to:
 - Entered employment rate for adults, dislocated workers and youth; job retention rate, credential rate, customer satisfaction for job seekers and employers and change in earnings;
 - Individual job search and training services developed for job seekers;
 - Post program follow-up activities to continue to assist job seekers and to keep them engaged in employment activities;

- Preparation of reports that document performance and the achievement of goals

All applicants must demonstrate the existing expertise, capability and capacity to manage a ONE-STOP CAREER CENTER and deliver workforce development services to our job seeker and employer customers as described in this RFP. Funding is not available to allow for training of an inexperienced bidder.

The MOED requires that the awardee consider for employment all current staff of the Northwest One-Stop Career Center who meet the awardee's employment qualifications to minimize disruption of service and provide an orderly transition from the MOED to the awardee.

A. Services Solicited Under this RFP

The proposer selected will manage and deliver a fully integrated menu of services to job seekers and employers. These services (see Scope of Work for more detail) include, but are not limited to:

- 1) A single point of entry for job seekers that offers:
 - a) Core Services such as labor market information, information on job opportunities, initial assessment, employability skills seminars, unemployment claims taking, an overview of welfare-to-work services, and job referral;
 - b) Intensive Services such as career counseling, assessment, development of career plans, additional employability seminars, fast track (pre-vocational) training at outside vendors, literacy services, training in computer basics (Word, Excel, the internet, "computers 101", etc.), case management and job placement assistance for eligible adults, dislocated workers and youth;
 - c) Training Services such as enrollment into Individual Training Accounts (ITA's) at approved training vendors, occupational skills training programs, customized training programs and on-the-job training for eligible adults, dislocated workers and youth;
 - d) Follow-up and job retention services including re-attachment to One-Stop services to increase the customer's marketability.
- 2) A single point of contact for employers in search of qualified job candidates, assistance with downsizing, customized training, and other employment related services.

B. Prime Contractor Responsibility and Restrictions

No more than one organization will be selected as prime contractor to contractually manage the one-stop center and deliver all activities and services described in this RFP. Each proposer is advised that the MOED will hold the prime contractor totally responsible and accountable for effectively and efficiently managing and delivering the services and activities described in this RFP while

providing excellent customer service and achieving the contracted performance outcomes. The prime contractor may subcontract with other entities with prior approval of the MOED; proposers will be required to utilize minority and women-owned and operated businesses as subcontractors as prescribed under Article 5, Subtitle 28 of the Baltimore City Code. A proposal that includes subcontracting *all* activities and services in this RFP to other agencies will not be considered responsive.

C. Funding Period / Period of Performance

The funding period for contracts awarded under this solicitation will be for 2 years commencing on or about July 1, 2001, provided performance remains acceptable during that period. Any contract awarded from this RFP will include an option to renew for up to one additional 1-year period contingent upon successful performance.

D. Governing Authority

Acceptable proposals will meet the specifications contained in this RFP, the requirements of the federal Workforce Investment Act (WIA), BWIB's 5-year plan, Maryland's Unified Plan, and all applicable policies and regulations. It is incumbent upon proposers to familiarize themselves with these documents during proposal development. Reference copies are available for review at the Mayor's Office of Employment Development Web Page, which is:

www.oedworks.com

E. Funding Available

The MOED will make sufficient funding available from various sources to deliver the services requested in this RFP. The proposer is responsible for proposing a reasonable total cost for delivering the services described in this RFP. The MOED does not anticipate the necessity of committing funding in excess of \$1,000,000 per year. This amount is provided as a planning figure only and does not commit the MOED to award a contract for this amount. Funding during the contract period may be adjusted due to changes in funding received.

It is possible that staff funded by other sources may be made available to augment the One-Stop Career Center services on a full-time or part-time basis. Should this occur, these staff may be placed under the functional supervision of the prime contractor. These resources may be activities authorized under the Wagner-Peyser Act, Maryland's unemployment compensation law, Title 38 of United States Code - services for veterans, the Food Stamp Act of 1977, and the Trade Act of 1974.

F. Type of Contract

Contracts will be negotiated on a cost reimbursement with a demonstrated performance basis. **There will be no contract negotiated with a straight 100% cost reimbursement payment structure.**

Payment will be a cost reimbursement arrangement under a demonstrated performance contract where a portion of the funds (a minimum of twenty-five percent) will be withheld until achievement of measurable performance has been documented. The remaining funds will be used to reimburse allowable expenditures submitted on a “Monthly Project Invoice” with appropriate documentation. Examples of measurable performance outcomes include, but are not limited to: percentage of job seekers securing full-time employment, the number of customers placed in jobs with benefits (i.e. healthcare), job retention, and customer satisfaction.

The “boiler plate” of required contract language that will be included with the statement of work for the contract executed under this solicitation will be made available at the bidders’ conference. The proposer is strongly encouraged to review this contract to ensure that this boilerplate language will not prohibit contract execution after the proposal is written, submitted and selected for funding.

Due to the nature of the funding sources, potential changes in legislation and policies, and performance achieved, proposers are advised that any contract awarded under this RFP may be modified to incorporate such changes, system-wide adjustments in the delivery system, or any activities provided.

G. Customer Service Levels

The MOED has established the following goals, which must be met or exceeded during and at the completion of each contract year:

- Service will be provided to 3500 new customers. Services may include self-directed and assisted job search, short term workshops, informational activities, and training.
- 1400 customers will receive intensive services.
- 100 customers will enroll in an Individual Training Account.
- 50 customers will enroll in a Customized/ OJT training.
- 30 customers will enroll in Class-size training opportunities developed for special populations such as ex-offenders, older youth, disabled population, and Dislocated Workers.
- 80% of all job placements must have Health Benefits
- 1750 customers must be placed in jobs.

1170 must meet the Workforce Investment Act performance measures defined by a targeted wage increase and employment retention.

An average hourly WIA placement wage is defined as \$7.75 for Adults and \$7.90 for Dislocated Workers.

Earnings change rates are defined as: WIA Adults - an increase of \$3,250 in 2nd and 3rd quarters after exit compared to the 2nd and 3rd quarters prior earnings. Dislocated Workers – 92% earnings replacement defined in the Federal Training and Employment Guidance Letter 7-99. Number of Dislocated Workers who are employed in the third quarter after exit divided by the number of dislocated workers who exit during the quarter.

- Employment retention rates are defined as customers working 6 months after job placement. Goal: WIA Adults – 80%; Dislocated Workers – 84%.
- 80% customer satisfaction rate for job seekers and employers as demonstrated by the MOED Customer Survey.
- Youth goals:

The Center will enroll and serve 400 youth between the ages of 19-21.

- 65% of those enrolled will obtain employment with an average placement wage of \$6.75/hr.
- 76% of those placed will still be working in the 3rd quarter after exit. Exit is defined as termination of services being provided by the center, except for follow-up and retention services.
- 50% of those enrolled will receive a credential by the end of the 3rd quarter after exit.

H. Questions

All questions regarding this RFP must be submitted via email to the following individual: alexcord@oedworks.com

The “Question and Answer” period will be from Tuesday, April 17, 2001 through Monday, April 23, 2001 (midnight) at which time no further questions will be entertained.

PART II: PROCUREMENT TIMETABLE

<u>Procurement Action</u>	<u>Date</u>
Publish Legal Notice of the RFP	March 30, 2001 – April 8, 2001
RFP Packets Available	Tuesday, April 17, 2001
Bidders' Conference	Tuesday, April 17, 2001
Proposals Due	Friday, May 18, 2001 by 5:00 p.m.
Announcement of Award	June 1, 2001
Contract Negotiation	June 6, 2001
Provision of Services Begin	July 1, 2001

All time shown is Eastern Standard Daylight-Savings Time (ESDT). The MOED reserves the right to adjust the schedule when it is in the in the best interest of the MOED or to extend any published deadline in this RFP upon notification to those who have attended the April 17, 2001 bidder's conference.

All potential respondents are ***strongly encouraged*** to attend the bidders' conference since this will be the best opportunity for having technical and other concerns addressed. A copy of the contract boiler plate will be distributed at the bidders' conference.

PART III: BACKGROUND INFORMATION

The Baltimore City Workforce Investment Board (BWIB) and The Mayor's Office of Employment Development (MOED)

The MOED is the designated administrative entity and fiscal agent for the Baltimore City Workforce Investment Board (BWIB) and is the substate grantee for the Baltimore City Service Delivery Area. The MOED has been designated by the Governor as the local One-Stop Operator. As such, the MOED oversees the planning and implementation of a variety of welfare reform and workforce development programs in Baltimore City and is recognized as the primary agent of workforce development services for employers, new workers, career changers, laid-off workers and youth.

The MOED receives policy guidance from the BWIB, a board of directors comprised of 51 mayoral appointed members representing business, economic development, education, organized labor, community based organizations, veterans, social services and state and local government agencies. The BWIB

provides overall guidance, strategic planning, and coordination for the workforce development system in Baltimore on matters pertaining to the provisions of services under the Workforce Investment Act (WIA) of 1998 (H.R. 1385).

The Mayor, BWIB, and the MOED envision a city where every person maximizes his or her full potential and where all employers have the human resources to grow and prosper.

The goals of the BWIB and the MOED are to:

- ◆ Create a workforce development system that produces a well-educated and highly skilled workforce prepared for the careers of the future.
- ◆ Develop a labor market system that provides job seekers, incumbent workers, students, out-of-school youth, and employers with the labor market and training information needed to make informed career decisions.
- ◆ Coordinate a delivery system that provides easy access to training and support for individuals in need of developing or upgrading their skill set to be competitive in the current labor market.
- ◆ Implement a governance system that focuses on unified planning, continuous improvement, accountability for results and quality control.
- ◆ Universal recognition of Baltimore's system for workforce development and intervention strategies as innovative and cutting edge in addressing the urban challenge.

Legislation

Recent federal and state legislation has redirected welfare programs and the workforce development system to merge into an integrated system with similar goals and objectives. The focus is on providing value-added services to local employers by preparing job seekers for employment, assisting individuals to successfully transition from welfare to work, and providing continuing services that promote job retention, career development, life-long learning and economic self sufficiency.

Workforce Investment Act. The federal Workforce Investment Act of 1998 (WIA), P.L. 105-220, was enacted in August 1998 to consolidate, coordinate and improve employment, training, literacy and vocational rehabilitation programs in the United States. The Act restructures approximately 60 workforce development programs into an integrated workforce investment system that can better respond to the employment needs of its customers—employers as well as current workers, unemployed workers, workers laid-off due to restructuring or downsizing, and new entrants to the labor force.

The Workforce Investment Act envisions a workforce investment system that is built around seven key principles:

Streamlining Services: Integrating multiple employment and training programs at the “street level” through the one-stop delivery system. This integration will simplify and expand services for job seekers and employers.

Empowering Individuals: Customers will be empowered to obtain the services and skills they need to enhance their employability. Empowerment will be accomplished through Individual Training Accounts and access to consumer reports, which will provide customers with information about training providers’ services and performance.

Universal Access: Through the one-stop system, every customer will have access to a set of core employment related services.

Increased Accountability: Providers of service will be held accountable for meeting employment related performance measures. Providers continued access to funding is directly related to their performance.

Local Oversight: Local boards (such as the BWIB) with involvement from the private sector will be responsible for local program planning and oversight of the local system. Input from the local level is to be utilized at the state level for statewide planning.

Local Flexibility: WIA provides local flexibility to improve systems and encourages innovative and comprehensive workforce investment systems. Local partners play a key role in policy development that is customized to meet the needs of the community.

Improved Youth Programs: WIA seeks to expand youth programs by encouraging a close connection to local labor market and communities with strong connections between academic and occupational learning. Youth development activities, employment and training services and links to local and statewide initiatives are all components of WIA youth programs.

The cornerstone of the new workforce investment system is a one-stop service delivery system. This delivery system is the mechanism through which programs and services are integrated. This one-stop delivery system offers a three-tiered approach. The first tier, Core Services, is universally available to all interested persons and provides high quality computer assisted informational services and other self-service activities which customers can access on their own to assist them in obtaining employment. The second tier, Intensive Services, provides

more intensive, case management centered service delivery, which offers a broad array of more in-depth services such as comprehensive assessments, productivity seminars, skills upgrade training, educational services and job placement services. The third tier, Training Services, provides literacy services, occupational skills training via vouchers to local public and proprietary schools and class size training for special populations facing serious barriers to employment, on-the-job training and customized training.

The Workforce Investment Act also identifies a number of mandatory one-stop partners. These required partners must make services available to customers through the One-Stop Centers. Required partners include: Welfare-to-Work, Job Corps, Wagner-Peyser, Division of Rehabilitation Services, Department of Social Services, Title V of the Older Americans Act, post secondary vocational education under Carl Perkins Vocational and Applied Technology Education Act, Trade Act, Veteran Services, Community Service Block Grant, Department of Housing and Urban Development, Unemployment Compensation, and adult education and literacy.

Accordingly, the BWIB is focusing on creating and maintaining a comprehensive, integrated workforce development system that utilizes local ONE-STOP CAREER CENTERS as the primary vehicles for delivering workforce services to the public. The board is responsible for creating a workforce development strategic plan, providing policy direction and program administration guidance to the MOED.

Baltimore's "system" is comprised of four geographically dispersed One-Stop Centers. Within the one-stop centers, employees from city and state agencies are located on site to provide services for various components of the workforce development system. The MOED is the employer of record for city merit based staff located in the one-stop career centers for the purpose of delivering various workforce development services associated with Welfare to Work, youth and employer services. The State of Maryland is the employer of record for state merit based staff located in the one-stop center for the purpose of delivering various workforce development services associated with funding from sources such as Wagner-Peyser, Veterans, and Unemployment Compensation. As mentioned previously, these staff resources will be under the functional supervision of the proposer selected as the One-Stop Operator.

Service Delivery

Since July 1, 2000 the One-Stop Delivery System in Baltimore City has been managed and delivered through an integrated program structure within the four comprehensive One-Stop Career Centers with one center managed by a partnership between the State of Maryland Department of Labor Licensing and Regulation and the AFL-CIO Community Services of Central Maryland. The remaining centers have been directly managed by the MOED.

PART IV: SCOPE OF WORK

To fully comply with the requirements of this RFP, the proposer, if selected and contracted as One-Stop Manager, must manage the CAREER CENTER and effectively and efficiently deliver various workforce development services to our job seeker customers and employer customers. In order to accomplish this, proposers must maintain and continue to improve this integrated, responsive system of service delivery that is already in place.

The purpose of the Baltimore City system is to provide a triage of service levels with the underlying focus on customer choice and self-determination. It is the goal of this system that the delivery of services be focused on providing excellent customer service, quality case management, and effective job placement to ensure the long-term success of all customers.

A. Target Groups: The One-Stop Manager must provide the services described in this RFP to the following customers, as appropriate and within funding/eligibility guidelines:

- ◆ Employers seeking labor market information, labor exchange services (e.g., posting of job orders, receiving qualified referrals, etc.), specialized training arrangements for current or prospective workers, etc;
- ◆ The general public seeking Core Services;
- ◆ Individuals who meet the requirements for WIA registration and are included in the priority of service categories, who are enrolled in and provided Intensive Services and, in some cases, provided Training Services;
- ◆ Individuals seeking specialized services such as veterans, ex-offenders, substance abusers, non-high school/GED graduates, individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities), individuals impacted by foreign trade who may be eligible for Trade Readjustment Assistance (TRA), NAFTA, etc.;
- ◆ Former WIA enrollees to whom follow-up services are to be provided; and
- ◆ Individuals receiving TANF that are subject to the welfare work requirements who have been referred by Workforce Reception Center;
- ◆ Former TANF recipients who are eligible for transitional benefits;
- ◆ Former or current welfare transition clientele, to whom follow-up services are to be provided;
- ◆ Non-custodial parents of the children supported by public assistance.

B. Services to be Provided to Employers: A broad menu of services must be made available to employers by the One-Stop Manager to address not only their

current labor needs but to assist in preparing for future labor needs. Those services include, but are not limited to, the following:

- 1) assisting employers to expand their access to potential labor pools consisting of youth, older workers, welfare recipients, individuals with disabilities, etc.
- 2) assisting employers with their recruitment process through posting of job orders, job fairs, space for on-site interviewing, etc.
- 3) screening prospective employees to ensure they have the skills and qualifications that meet the employers' needs
- 4) referring only those job seekers who meet the employers' minimum requirements
- 5) following up with employers after providing services to assess their satisfaction and need for further assistance
- 6) providing information on tax credits (e.g. Earned Income Tax Credit) and financial incentives for training available for new or current employees
- 7) providing timely and easily understood labor market information
- 8) making rapid response activities available at the work site for those employers faced with mass lay-offs and/or plant closings
- 9) educating employers about services available through the One-Stop Centers and other partners in the community, effective hiring and employee retention practices, employee training opportunities, etc.
- 10) coordinating with other agencies providing job placement assistance, such as the training vendors, private job placement firms, etc. in an effort to reduce and possibly eliminate the multiple calls made to employers

In order for the One-Stop delivery system to be positioned as the front door for employer services in Baltimore City, the One-Stop Manager must continually assess employers' needs and deliver timely results that meet those needs.

C. Services to be Provided to Job Seekers: The One-Stop Manager must manage and provide the services described below as well as incorporate the parameters included under the section "Service Guidelines" that follows.

As mentioned previously in this RFP, Baltimore City's one-stop service delivery system shall be managed to provide access to 3 tiers of services: Core Services universally available to all job seekers; Intensive Services for job seekers that require assistance beyond Core Services to secure employment; and Training Services for customers whose assessment results indicate a need for academic or occupational skills training. All customers accessing intensive and training services must be determined WIA eligible and must participate in a comprehensive assessment. Availability of funds, in conjunction with customer need and eligibility guidelines, and priority of service policy will determine the combination of services appropriately provided to individual customers.

Given funding limitations and the expected volume of customers, it may be necessary to provide many of the Core Services in groups or in a self-directed manner. (For example, initial orientations, assessments, and some job search activities may be more efficiently provided in groups, while résumé writing and review of job listings may be done independently on a computer in the resource room.)

Core Services (Section of the Act 134(d)(2) and 663.150-663.165 of the regulations) shall be made available to adults, out-of-school youth and dislocated workers in each ONE-STOP CAREER CENTER. Youth 18 years of age or older will be served as an adult. The decision on which Core Services to provide and the timing of their delivery (mix and sequence) may be made on a case-by-case basis depending on the needs of the individual. Core Services include:

- ◆ Outreach, intake (which include Worker Profiling and Reemployment Services), and orientation to the system;
- ◆ Computer assisted assessment of skill levels, aptitudes, abilities, interests and values;
- ◆ Information on supportive services and community resources;
- ◆ Information on the eligibility requirements for all partner employment and training programs;
- ◆ Job search assistance workshops, career information , and career guidance;
- ◆ Job matching and referral;
- ◆ Local, regional and statewide labor market information;
- ◆ Information on financial aid, including Unemployment Compensation;
- ◆ Information on:
 - ◆ Certified education and training providers;
 - ◆ Local performance outcomes of service providers;
- ◆ One-Stop activities, such as job fairs, and supportive services;
- ◆ Orientation to personal computers for access to self-directed services, such as Internet access and resume software;
- ◆ Coordination of information and services with school-to-careers activities; and
- ◆ Follow-up activities, including reassessment services, where needed.

Providing Core Services in a self-serve or informational mode and assisting customers with finding employment will be enhanced by the One-Stop Manager through managing and staffing of a resource room in the One-Stop Center. The resource room will include much of the information mentioned above and will also include computers that will allow access to key information and services, such as CareerNet and the Internet, as well as the capability to conduct a self-assessment, print resumes, contact potential employers by phone, fax resumes, etc.

Intensive Services (Act 134 (d)(3)(C) and 663.200 of the regulations) are intended to identify obstacles to employment in order to determine specific

services needed. Intensive Services may be provided to WIA eligible adults and dislocated workers who are unemployed and unable to obtain employment through Core Services. Services may also be made available to adults and dislocated workers who are employed, but who are determined to be in need of Intensive Services to obtain or retain employment that allows for self-sufficiency. Intensive Services include the following:

- ◆ Staff assisted, customized assessment of knowledge, skills, abilities and interests;
- ◆ Development of an Individualized Employment Plan;
- ◆ Group Counseling;
- ◆ Individual career planning;
- ◆ Case management; and
- ◆ Short-term pre-vocational and stand-alone services which may include adult basic education, English as a Second Language, GED, basic computer literacy, skills enhancement, interviewing skills, and soft skills.

Per section 663.200 of the WIA regulations, this list of Intensive Services is not all inclusive and other services such as literacy training, out-of-area job search assistance, and relocation assistance may be provided based on needs of the individual job seeker.

Training Services (Section 134(d)(4)(D) of the Act and 663.300 of the regulations.) are defined as services designed to equip individuals to enter the workplace and retain employment. Training Services may be provided to WIA eligible adults and dislocated workers who have met the eligibility requirements for Intensive Services, received at least one intensive service and are still unable to obtain or retain employment. Training Services include:

- ◆ Occupational skills training, including training for nontraditional employment, provided through ITA(s) for adults and dislocated workers;
- ◆ Class sized training for special populations facing serious barriers to employment;
- ◆ On-the-job training;
- ◆ Programs that combine workplace training with related instructions, which include cooperative education programs;
- ◆ Private sector training programs;
- ◆ Skill upgrading and retraining;
- ◆ Entrepreneurial training;
- ◆ Job readiness training;
- ◆ Adult education and literacy activities, where they are integrated with other training services;

- ◆ Customized training (with the employer paying not less than 50% of the training cost) conducted with the commitment to employ the individuals upon successful completion of the training; and
- ◆ Registered apprenticeship and training programs.

A more detailed description of some of the services identified above that are to be managed and provided by the One-Stop Manager follows.

- 1) Outreach and Recruitment: The One-Stop Manager shall be responsible for adequately informing individuals and groups of the services available in the ONE-STOP CAREER CENTERS. This outreach and recruitment shall also be conducted in order to attract a sufficient number of individuals who are in need of and would benefit from the services provided and who meet the requirements to receive such services.

Outreach and recruitment methods may include formal advertising, use of reciprocal agreements with other agencies, flyers, brochures, word-of-mouth or other methods of program information dissemination. The One-Stop Manager must ensure that the outreach and recruitment is conducted within communities where potentially eligible customers reside and through on going coordinated efforts with other community-based organizations. Note: all marketing activities, materials, and publications must be approved by the MOED.

- 2) Orientation: The One-Stop Manager shall provide, at each One-Stop Center, a general One-Stop Center orientation and program specific orientations (i.e. welfare transition) that inform individuals of the full array of services available, including non-traditional opportunities and services available from other sources. The general One-Stop Center orientation shall include a complete overview of the processes and procedures customers can expect as they proceed through the Baltimore City system and are provided services. The One-Stop Manager is responsible for ensuring that all program specific requirements (i.e., obligations and opportunities, sanctions, etc.) are addressed in the all appropriate orientations. The provision of program specific orientation must be documented in the individuals' files.

The frequency of delivery of these orientations shall be included in each One-Stop Center's Master Calendar, but in no circumstances shall it be less frequent than 2 times per week. The One-Stop Manager is encouraged to use videos to provide these orientations to ensure a consistent message and quality delivery.

- 3) WIA Registration: The One-Stop Manager shall be responsible for registering and determining the priority of service of individuals prior to providing Intensive and Training Services with WIA funds. Registration involves certifying and documenting the WIA eligibility and priority of service of the

individuals to be served. This WIA eligibility must be completed in accordance with the strict standards established by the State of Maryland and USDOL. This includes completing the required state WIA application, obtaining the necessary documentation (i.e. number in family, family income, residency, etc.), identifying barriers to employment, etc. Proposers should take into consideration that certifying WIA eligibility and priority of service is a very time consuming, detailed process and customers cannot be registered or provided Intensive or Training Services prior to final eligibility certification. In addition, eligibility for WIA carries with it liability for dollars spent in serving individuals who are not eligible.

- 4) Assessment: Initial assessment will be available during the Core tier of service, and may be self-service or staff assisted. The assessment will include Internet based self-service interest inventories and /or other assessment tools identified by the One-Stop Manager and approved by the MOED. These tools shall assist the customer in identifying the appropriate employment or training area which best suits their abilities and needs.

A comprehensive assessment will be provided to all welfare transition referrals and customers who are assigned to a Case Manager during the Intensive phase. This in-depth assessment will consist of a multi-step, systematic process of gathering and evaluating a variety of information on the skills, abilities, interests, values, physical capabilities, work experiences, leisure activities, education and training needs, work attitude, personality, life situation, family problems, transpiration, motivation, behavior patterns, and economic and financial status. This assessment must be a client-centered, diagnostic evaluation of the customer's barriers to employment. Other available resources, which can be utilized to meet the needs of the customer, will also be identified.

The depth of the comprehensive assessment may vary depending on the needs and nature of personal problems or employment barriers of the customer. Assessments and recently administered tests (within one year) which have been conducted by another agency may be used as documentation of this assessment.

Case Managers may decide that additional tools/tests need to be administered in order to determine the customer's occupational interest or to determine reasons for the lack of success in finding and/or retaining employment. This additional assessment process may include: behavior observation, detailed interviews with the customer, computer assisted testing, and paper/pencil type determination of skills.

Specialized testing may be required for special population groups, which may include individuals with disabilities, and whose interest is specialized training with specific requirements. In all cases, the assessment will comply with WIA

and State requirements and regulations and/or any other specifications defined by the MOED.

- 5) Individual Employment Plan (IEP): The One-Stop Manager shall develop an Individual Employment Plan (IEP) for each customer that advances to Intensive Services. This "road map" will be jointly developed with the customer using the Department of Labor, Licensing and Regulation (DLLR) Dataflex (MIS) system, other MIS systems, or a form provided by the MOED. The IEP must use the assessment results and will, at a minimum, describe all employment barriers identified and include the mix and sequence of services that should help the customer overcome the barriers identified, supportive services to be provided, and the expected employment outcome(s) or goal(s).

The One-Stop Manager will be responsible for initiating a "staffing" of any joint customers with the other partners' staff to ensure that no services are duplicated.

As the needs of the customer change, the One-Stop Manager will be responsible for modifying the IEP to reflect these changes. Since the MOED's approach to case management is to provide individualized attention, the customer's changing needs should be identified quickly and a revised action plan developed to meet those needs. This new or revised action plan will become a modification or addendum to the customer's IEP.

- 6) Case Management: The One-Stop Manager shall be responsible for providing integrated case management services to all individuals that receive Intensive and/or Training Services. Case management is recognized as a key component of the service delivery plan and critical to the ultimate success of the customers. Case management is necessary to assure that the needs of customers are met and information required for program and performance reporting is collected.

Integrated case management means an individual who receives benefits/services under two or more programs, such as welfare and WIA, would possibly interact with more than one case manager from the beginning of their service delivery process through the provision of services and after exit. It is also a process activity that ensures that the customer is progressing through the service strategy that was agreed to and that on-going contact with the customer is maintained throughout the time of participation, upon employment, and following termination.

The One-Stop Manager shall provide case management as a customer-focused service delivery strategy designed to assist individuals with multiple needs and barriers. It is both a "customer-driven" and a "systems-driven" human resource development strategy. Case management shall balance a sensitivity to the needs, dreams and goals of the customers against a

commitment to well managed, b effective and efficient human services program. As a customer-driven strategy, case management must offer an array of interventions designed to address a customer's needs in a holistic and individualized manner. As a systems-level strategy, case management encourages inter-organizational partnerships (both formal and informal) in order to maximize the proper utilization of human and financial resources and minimize fragmentation, duplication, rigidity and inaccessibility of program services. A case management service delivery approach invests significant time and energy in maintaining a focus on understanding and assisting the customer. Efforts are not made to force "square pegs into round holes"; but to guide and encourage customers to view themselves as capable of taking control of their own lives and making the decisions necessary to achieve their goals. A case management approach looks at the big picture, acknowledging that customers are complex individuals who require complicated and coordinated interventions in order to regain control of their lives.

The One-Stop Manager will be responsible for tracking the customer's progress, making any recommendations to the Department of Social Services on sanctioning of welfare transition customers, assisting the customer in overcoming any barriers, providing career and motivational counseling, acting as an advocate on behalf of the customer, and referring the customer to other resources that can meet any needs that are identified.

The One-Stop Manager will use the information already collected in the various management information systems to eliminate any duplication of effort and will also enter information into the DLLR MIS on a frequent basis. The One-Stop Manager's attention is directed to the Data Entry / MIS section within this contract for further information.

- 7) Productivity Seminars: The One-Stop Manager shall deliver various Productivity Seminars in accordance with the Baltimore City One-Stop Delivery system. The intent of these seminars is to provide the knowledge and skills to identify potential jobs, apply for a job, interview for a job, and handle difficult situations that may be encountered after hire to ensure successful job retention. Topics for these seminars shall include, but may not be limited to, the following:

- ◆ HOT Jobs (jobs in demand in the area)
- ◆ Tools for an effective job search
- ◆ How to market yourself to employers
- ◆ What do employers want?
- ◆ Money Management
- ◆ Developing a career path
- ◆ Conflict Resolution

- ◆ Resume writing
- ◆ How to locate job openings
- ◆ Discovering skills and strengths
- ◆ Keys to keeping your job
- ◆ Effective Communication
- ◆ Time & Stress management
- ◆ Balancing school & work
- ◆ Tips for completing applications
- ◆ Orientation to computer basics
(Windows, Word, Internet)
- ◆ Business Etiquette
- ◆ Life Skills

Seminars will incorporate lecture and presentations from local businesses and community organizations. These seminars shall be noticed on the master calendar that is posted at each One-Stop Center and shall be provided at least every other week in every One-Stop Center. The seminars will also be offered at a variety of times including evening and weekend seminars to accommodate the customers' work schedules.

The MOED may commission vendors in both the public and private sector to provide a portion of the seminars to educate job seekers. The One-Stop Manager shall provide space and identify participants for these seminars.

- 8) Training Referral: The One-Stop Manager is responsible for providing, or in some cases referring, each individual to the most appropriate activity for the individual as determined from the assessment and documented in the IEP. Welfare customers must be referred within the time frames required by State guidelines and may only be referred to a countable work activity, such as occupational skills training, on-the-job training, unsubsidized work, community service work experience, etc. as defined by State and local guidelines.

The training activities available to the One-Stop Manager for referral include those identified under the introduction to this section. The primary strategies are described in more detail below.

Occupational skills training is offered through Individualized Training Accounts (ITA). ITA's permit a wide choice for customers from among the full array of approved training options available in the local area in high demand fields.

ITA's can only be used for high demand training provided by vendors approved by the Maryland Higher Education Commission (MHEC). The approved training vendors provide the occupational skills training specified. The BWIB authorizes the MOED to pay the costs of tuition, books, and other required training materials. The training vendor is responsible for providing

this training and insuring that the customer develops the needed competencies to be employed in the specific field. All other needs of the customers are met by the One-Stop Manager, including managing customers' participation in the training, and ensuring that customers receive whatever counseling, supportive services, or other assistance might be needed to ensure successful retention in the training, followed by successful placement into employment and job retention.

The One-Stop Manager shall take into consideration that per 663.320(c) of the WIA regulations, an individual may enroll in Training Services prior to award of a Pell grant as long as the case managers assure that Pell has been applied for.

Customized Training or OJT is an employer driven training strategy designed to meet a specific employer workforce need. The training package is customized based on the employer's demands and placement is generally guaranteed.

- 9) Support Services Coordination: The One-Stop Manager shall coordinate and manage the provision of support services to WIA registrants, and other customers where a funding source allows. Support services shall include, but are not limited to: transportation, limited medical services, and clothing. To maximize resources and avoid duplicating services the MOED has developed partnerships with a wide range of agencies and community based organizations to link customers to supportive services such as child care, substance abuse treatment, temporary housing, and emergency food. Support Services shall only be authorized by the One-Stop Manager when a need has been identified, when the customer will not be successful without this service, and when no other funding is available to pay for such services. The One-Stop Manager is responsible for managing the provision of support services in as cost efficient manner as possible.

Note: childcare for welfare customers shall be coordinated with and paid through the Department of Social Services childcare coordinating agencies.

- 10) Job Placement: The One-Stop Manager will be responsible for providing job listing and referrals to assist Core Services customers with finding a job in coordination with Wagner-Peyser and other special programs funded staff. The One-Stop Manager is also responsible for providing more intensive job placement assistance to each customer that advances to Intensive and Training Services. This may include coordinating with a local education agency's placement staff if the customer is enrolled in training at that institution, providing productivity seminars, working with the customer directly to provide job leads, specific job development for individual customers, job matching to jobs listed in various job banks, etc.

The One-Stop Manager shall structure its job development process to bring about positive results for customers and employers through a variety of means including:

- ◆ Making employer contacts to build long term relationships. Through the establishment of employer focus groups, involvement in the One-Stop Centers, Business Advisory Councils, one-on-one marketing, word-of-mouth referrals, and active involvement with local agencies and associations, including the Chambers of Commerce and the Economic Development Commission, the One-Stop Manager shall effectively build long-term positive relationships with employers.
- ◆ Informing the community, including employers, about the Job Development / Placement services provided by the One-Stop Career Center. This shall be accomplished through networking with and membership in a variety of associations; through the dissemination of written literature; through participation in Job Fairs; and through coordination with other programs and agencies.
- ◆ Providing trained placement staff in the One-Stop Centers who are familiar with the job order process and can effectively use these orders to place customers into jobs.
- ◆ Using the shared human resources offered by all partners and thus discontinues unnecessary duplication of effort among partners.
- ◆ Encouraging employers to post job openings in the One-Stop Centers. Maintaining a centralized job order-taking center within the region to standardize the services provided.
- ◆ Developing an effective job match process, including the use of assessment information, to ensure that the most qualified candidate is referred to the employer, based on the employer's stated requirements.
- ◆ Developing specific positions and reasonable accommodations for customers who need a special job opportunity because of special circumstances. This shall be developed based on the needs of the customer as determined in the initial and the comprehensive assessment process. One-on-one marketing identifies employers who can best utilize the skills of these customers.

The One-Stop Manager will be required to follow the protocols developed by the MOED's employment initiative. Employ Baltimore has the lead responsibility for the City's First Source Hiring Agreements, customized training and OJT. In working in conjunction with Employ Baltimore and coordinating its job development efforts there will be a greater concentration

of resources to be responsive to the labor market needs of employers and job seekers and lessen the potential of a duplication of efforts/services.

The One-Stop Manager must ensure that each customer is placed, to the maximum extent possible, in a job that meets the definition of a job placement.

11. Job Retention / Follow Up: After job placement, the One-Stop Manager will be responsible for assisting the WIA registered, and other funded customers and their respective employers with job retention. The length of this job retention assistance will be for at least twelve months. It is the intent of this job retention assistance to help these customers placed into jobs from Intensive and Training Services, overcome any problems that may arise during this critical period and to ensure further progress toward long-term employment and therefore self-sufficiency. This should be accomplished by providing frequent follow-up with the customer and possibly the employer.

At the minimum, the One-Stop Manager shall adhere to the following schedule for these follow-up activities for Intensive and Training Services placements:

Length of Employment	# of <i>Minimum</i> Contacts with Customer and/or employer
New Hires, 0 – 4 weeks	1 time per week
5 – 12 weeks	1 time per month
26 weeks	1 time
52 weeks	1 time

During the retention period, the One-Stop Manager must ensure, to the maximum extent possible, that the customer is not unemployed for more than five consecutive workdays and earns an hourly wage not less than the minimum wage.

The One-Stop Manager will ensure that staff are focused on helping customers enhance their skills in order to not only retain their job, but to take steps to better their skills for career growth. This shall be achieved through a variety of means including:

- ◆ One-on-one counseling during follow-up contacts that will focus on identifying and eliminating any barriers that may be preventing a customer from successfully retaining a job.
- ◆ Encouraging customers to attend the seminars on topics related to specific methods for retaining a job, enhancing skills and fostering self-sufficiency.

- ♦ Developing a mentoring program, which will team local business people and civic organizations with customers on a one-to-one basis for the purpose of positive role modeling.
- ♦ Encouraging further career advancement and skill attainment through occupational skills training.

12) Sanctions: The One-Stop Manager is responsible for recommending sanctions of welfare customers to the Department of Social Services where the customer is enrolled in an activity (i.e., Training Services) but does not actively participate (i.e., non-attendance). Consistent monitoring and tracking of welfare customers' progress by the assigned Career Development Facilitators shall provide the basis for determination of non-compliance with the welfare program's participation requirements. Compliance is tracked from the first date of expected participation through completion of all planned activities, including employment retention.

13) Quality Control: The One-Stop Manager's quality control process shall include mechanisms to detect and reduce fraud and errors in data collection, eligibility determinations and service delivery. All One-Stop Manager staff shall be responsible for error and fraud detection and reduction.

14) Continuous Improvement: The One-Stop Manager shall establish and maintain reliable mechanisms that will immediately identify when a problem occurs, administrative or programmatic, and when corrective action is necessary. This continuous improvement process shall include, but not be limited to, the following.

- ♦ *Automation* – Automation shall be used whenever and wherever possible to deliver services. All features of the DLLR and CareerNet and other designated MIS systems will be used to provide integrated service delivery. Ongoing training in the used of these systems will be provided. The One-Stop Manager will work with the BWIB, the MOED, and Baltimore Career Center Network (BCCN) to ensure connectivity and staff training, and will assess the need for additional tracking and management that may require an ancillary system or new functionality. The One-Stop Manager shall also explore other uses of technology to continue to improve service delivery.
- ♦ *Use of Forms* – The One-Stop Manager will ensure the effective use of forms and documents initially, by using existing documents, then by initiating a review process to streamline the use of forms and reduce redundancy of data in form and document creation. Forms should always be easy to understand and complete by our customers, professionally written and presented, and not over whelming in terms of the frequency or number.

- ◆ *Monitoring Activities* - The One-Stop Manager's internal monitoring activities shall include case file review, data entry review, caseload contacts, and quality control monitoring to ensure continuous improvement.
- ◆ *Tracking Effectiveness* – The One-Stop Manager will track effectiveness using monitoring data, State reporting data, customer feedback (client and employer focus groups and survey results), and feedback from the general public. The One-Stop Manager shall also conduct at least a monthly review and analysis of the data to identify trends, issues, etc.
- ◆ *Performance Evaluation* – The One-Stop Manager shall continuously evaluate its performance and the overall success of the One-Stop service delivery system. This shall include a comprehensive analysis of both financial and performance aspects of the One-Stop Manager's operation. The evaluation shall address such aspects as accountability, supervisory review, monitoring customer progress, customer/employer feedback, cost accounting, monitoring contract compliance, reaching performance objectives, continuous improvement, and immediate corrective action.
- ◆ *Supervisory Case Review* – The One-Stop Manager shall perform supervisory case review to ensure compliance to procedural and policy requirements and to the effective provision of services to accomplish the contract goals and objectives.

15) File Maintenance and Documentation. The One-Stop Manager shall be responsible for maintaining a case file for every job seeker customer that has advanced to Intensive and Training Services. That case file can be a combination of the electronic file and a hard copy file as appropriate. At a minimum, the case file shall include information and documentation of each of the following, as applicable: WIA-Pre registration, WIA application, WIA enrollment form, the initial and comprehensive assessments, the IEP and its updates, progress reports, time and attendance, training completion certification, counseling notes, Release of Information, Sexual Harassment Policy, Equal Opportunity, hardship exemption request, job placement information and job retention verification.

These files are the property of the MOED and must be turned over to the MOED upon request or at the end of the contract. All originals of the WIA forms (application, enrollment, status, outcome, etc.) must be submitted to the MOED for review within five (5) business days of form completion signature date.

The One-Stop Manager shall ensure that all customers' files, both hard copy and electronic, are up-to-date and ensure that no more than 3% of the files have out-of-date or incorrect information when monitored by the MOED or its designee. By signature on each monthly invoice, the One-Stop Manager shall certify the accuracy and timeliness of the information in the case files.

- 16) Reporting: The One-Stop Manager will maintain documentation necessary to generate information for required federal, state and the MOED reports and provide financial and other information on daily operations as requested. The One-Stop Manager will carefully analyze existing reports to determine if reports or report elements are necessary and if the reports meet the needs of the MOED, Federal and State agencies or the One-Stop Manager's own business requirements.

The One-Stop Manager shall ensure coordination with the MOED for further development of management reporting. The One-Stop Manager shall also develop systems (either electronic or manual) to provide user-friendly ad-hoc reporting capability. The One-Stop Manager shall ensure that the combination of the various systems and the One-Stop Manager's processes produce all information needed to manage the daily operations of the One-Stop system, including performance measures, unduplicated client and transaction counts, training enrollments by location and vendor, and recidivism rates across integrated enrollment programs.

A monthly report is to be submitted to the MOED describing progress toward goals and activities to include progress of the participants, goals and objectives and how they are being met, problems encountered, corrective actions taken, coordination strategies, etc.

- 17) Coordination: The One-Stop Manager must establish and maintain a collaborative and functional relationship with the city's One-Stop partners and other workforce development entities such as The MOED's training vendors, and related community service providers.

- 18) Other MOED Contractors: The One-Stop Manager shall provide One-Stop services for those special projects funded by the BWIB or the MOED. The One-Stop Manager shall also provide technical assistance and staff training to these special projects as requested by the MOED.

- 19) One-Stop Locations: The One-Stop Manager shall deliver the services described in this statement of work at the locations determined by the MOED. The current full service ONE-STOP CAREER CENTER is located at:

Mondawmin Mall
2401 Liberty Heights Avenue
3rd Floor, Suite 302
Baltimore, Maryland 21215

- 20) Standard Operating Procedures: The One-Stop Manager shall ensure that all staff hired as a result of this contract, including subcontractor staff, and all One-Stop partners located in a ONE-STOP CAREER CENTER, understand and conducts business on a day-to-day basis in accordance with the Standard Operating Procedures.

D. Service Guidelines

- 1) Staffing: The One-Stop Manager shall hire current qualified programmatic and technical staff of the Northwest One-Stop Career Center who meet the awardee's employment qualifications and have the expertise to meet the goals, objectives and requirements of this RFP.

The experience, abilities, and motivation of the staff play a critical role in the ultimate success of the service delivery. The One-Stop Manager shall ensure that staff and subcontractors are trained as necessary to effectively carry out all activities contracted for; shall develop an ongoing training program that focuses on ensuring that staff acquire the basic competencies of their positions and are kept abreast of all new information and processes in a timely manner; and shall use both in-house expertise as well as other resources to ensure that training is comprehensive and provides information which will enhance its ability to carry out this contract's responsibilities effectively and efficiently.

It is anticipated that the staff : Intensive/Training customer ratio will average 1:100 throughout the program year.

- 2) Hours of Operation:. In order to make services broadly available to customers, the services of the ONE-STOP CAREER CENTER should be available beyond traditional hours of operation during times that will meet the needs of the majority of customers. At a minimum, ONE-STOP CAREER CENTER must be open from 8:30 a. m. -5:00 p.m., Monday, Wednesday, Thursday and Friday, and 8:30 am – 8:00 p.m. on Tuesday. In addition, the One-Stop Manager must ensure that arrangements are made to keep service delivery available throughout the holiday seasons with limited closings for major holidays.

- 3) Drug Free and Smoke Free Workplace: Proposing organizations should note that if awarded a contract under this RFP, a drug free and smoke free workplace for both employees and customers must be maintained.
- 4) Non Discrimination: No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with this program on the basis of race, sex, national origin, religion, age, or disability and each customer shall have such rights as are available under any applicable Federal, State, or local law prohibiting discrimination.
- 5) Job Vacancies: Any proposer contracted with in response to this RFP will be expected to list all of their organization's job vacancies with the ONE-STOP CAREER CENTER and agree to utilize the City's First Source Hiring Agreement designed to assist employees with their employment needs.
- 6) Management and Financial Requirements
 - a) Capabilities. Proposers must be able to demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed. Management capability includes the ability to manage the delivery system effectively and efficiently, conduct self-monitoring for contract compliance, implement a continuous improvement model, achieve the contract objectives, provide quality service delivery, keep appropriate records in an auditable manner, and meet/exceed performance standards.

Financial capability includes the ability to maintain fiscal controls, accounting procedures, and financial reporting in accordance with generally accepted accounting principles and requirements established by the MOED, demonstrate sound financial practices, and show evidence of continued financial stability. The proposer is advised that separate accounting records must be kept for the contract to ensure accurate and appropriate reporting of contract expenditures, and costs must be tracked in sufficient detail to determine compliance with contract requirements and ensure funds have not been unlawfully spent. All accounting records must be made available for review upon request for examination, audit, or for the making of excerpts or copies of such records for the purpose of determining compliance with all applicable rules and regulations, and the provisions of the contracts.
 - b) Profit / Program Income. Profit may be earned by commercial (for profit) organizations, depending on the risk involved and provided that profit is reasonable and not excessive. A reasonable profit objective is defined by BWIB as a gross profit objective of no more than 12%.

Any revenues above costs generated by any not-for-profit agency

through use of these funds, including interest income or other program generated income, must be reported and then returned to the MOED to be utilized to support the one-stop system. The MOED may agree to allow these revenues to be returned to the proposer for use to extend the contract or provide additional services.

- c) Program costs. Proposers are advised that the MOED requires and will negotiate a contract to ensure that the total budget consists of program costs to include, but not limited to:
- ◆ the cost of salaries and fringe benefits for staff involved in the direct delivery of services to customers (e.g., employer services staff, case managers, job placement specialists, outreach and recruitment staff, resource room assistants, front desk receptionists/greeters, orientation specialists, etc.) and their direct supervisors, One-Stop Center managers, staff trainers, quality control and continuous improvement staff, and local one-stop system management staff who provide program oversight and direction to the One-Stop Centers; and
 - ◆ Associated office supplies, travel, training costs, etc. for the staff identified above.
- d) Staff Costs. Due to the nature of the services solicited by this RFP, the MOED will only reimburse personnel costs for time actually worked, and reasonable vacation, sick leave, and holidays as provided for in the proposing organization's personnel policies and earned during the contract term. No other paid leaves of absence will be reimbursed by the MOED nor should they be part of the negotiated fixed unit price.
- e) Purchasing. Proposing agencies awarded a contract under this RFP shall be required to follow the MOED's purchasing procedures or obtain approval to follow their own written procedures. If the proposer intends to procure equipment, materials, etc. from itself or an affiliated organization it must be identified as such in the budget narrative and any profit generated from that transaction(s) must be identified in the proposal.

PART V: PROPOSAL OUTLINE

Each proposer should submit a single proposal, no longer than 25 pages in length (single-spaced, 12-point type). Attachments and required forms are not included in this page count.

A. Cover Page – use the enclosed form [1 page]

B. Proposal Abstract – use the enclosed form [1 page]

C. Proposal Narrative [Please note: Clear, thorough, concise answers are better than a flowery, rambling narrative that does not provide a specific response. Get to the point as quickly and completely as possible. Do not repeat statements or ideas within the text of the proposal. Referring the reviewer to another section of the proposal for other information is preferred rather than repeating the information.]

Organizational Experience / Capabilities [maximum 15 pages]

Describe the proposing agency's organizational experience in providing the services proposed and the organization's capabilities to deliver the proposed services by thoroughly responding to the following:

- 1) Describe your organization's experience in managing and delivering workforce development programs and services in a One-Stop environment. Include in the description the organization's experience and capabilities in:
 - a) managing staff from different organizations;
 - b) managing an integrated multi-funding / multi-program delivery system;
 - c) coordinating with mandatory partner agencies, including seeking their involvement in and sharing of their resources with the one-stop system;
 - d) motivating staff from different organizations to provide excellent customer service while achieving measurable performance outcomes for all funding sources;
 - e) performing the duties of a One-Stop Manager; and
 - f) transitioning into an already functioning one-stop service delivery system.
- 2) Describe your organization's specific experience in managing and delivering WIA, Wagner-Peyser, Welfare-to-Work, and other programs mentioned in this RFP's Scope of Work. Include in the description the organization's experience and capabilities in:
 - a) managing and delivering these services; and
 - b) determining WIA eligibility.

- 3) Provide in table format, your organization's experience and capabilities in achieving measurable performance outcomes by identifying goals set (either through a contract, plan, or policy) and providing verifiable performance achievement data against those set goals (training completion rate, job placement rate, average wage at placement, job retention rate, cost per placement, participation rate, job seeker and employer satisfaction rate, etc.). Provide this information for each of the programs mentioned in "2" above for each contract held during the last 18 months. Provide a contact person, phone number and email address for each such contract.
- 4) Describe your organization's financial and administrative experience and capabilities. Include in that description experience in:
 - a) managing and accounting for multiple federal, state and local funding sources in accordance with Generally Accepted Accounting Principles (GAAP);
 - b) conducting self-monitoring for contract performance and compliance; and
 - c) developing and implementing a continuous improvement model.
- 5) Identify key staff that will be assigned to work on this project, describe why these key staff would be successful on this project, and provide copies of their resumes as Attachment E to this proposal. In addition, describe what further assistance and expertise will be made available by the proposing organization to support these key staff.
- 6) Describe your organization's experience in managing and providing value added one-stop services to employers. Include in that description experience in:
 - a) identifying the workforce development needs of employers that can be met currently by the One-Stop Centers and expanding services to meet future needs;
 - b) matching the hiring needs of employers with individuals who meet their minimum qualifications, thus eliminating referrals of unqualified candidates;
 - c) overcoming the perception of some employers that anything provided by the "government" is not worth the trouble/not quality services;
 - d) training employers; and
 - e) significantly improving the provision of services to employers while also increasing the use of one-stop services by employers.

Strategy [maximum 7 pages]

Describe how the proposer plans to deliver the services requested while meeting the Service Guidelines provided. Identify any proposed subcontract with other agencies to deliver some of the services and identify which services each subcontractor will deliver. In addition, briefly describe how the proposer plans to:

- 1) Continue to develop and enhance the MOED's workforce development system by focusing on a fully coordinated and integrated customer service strategy that is market driven and offers value added services to our job seeker and employer customers;
- 2) Quickly adapt to changes in policies, procedures, priorities, service delivery design, etc.;
- 3) Significantly improve outreach efforts to and provide excellent customer service to local employers;
- 4) Establish and maintain a continuous improvement process that includes data collection, reporting, data analysis and corrective action mechanisms to ensure that performance goals are achieved;
- 5) Maintain a close working relationship with all mandatory partners and improve their involvement in, utilization of, and provision of resources to the One-Stop Centers;
- 6) Deliver services to individuals with limited English language skills, disabilities or other significant barriers; and
- 7) Include any creative and innovative methods in the delivery of the proposed services.

D. Performance Outcomes [limited to 1 page]

State in quantifiable terms the proposed outcomes of this program's performance. Describe how these outcomes will be achieved. Describe any additional outcomes proposed. Do not propose units of service (i.e. counseling will be provided to 100 clients).

E. Budget [use the enclosed 2 forms. Additional narrative is limited to 2 pages]

A detailed line item budget must be submitted on the attached Budget forms. Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the proposing agency.

- 1) Provide a budget narrative that justifies each proposed expense included on the Budget forms in terms of it being necessary, allowable and reasonable. Show the method of computation (i.e., insurance = salary x 2.35%.)
- 2) Give details of the organization's cost allocation method if one is used. e.g., prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on this contract.
- 3) Identify any in-kind resources/support for the service delivery system beyond what is requested in the budget. Include each committed or proposed source of funding and the amount of that funding.

- 4) State what contingency plans are in place to repay the MOED in the event that there are any disallowed costs as a result of an audit or monitoring review. State how the proposer will repay (i.e., performance bond, etc.)
- 5) Describe how the proposing agency will financially support the costs of doing business until an invoice can be submitted and paid by the City of Baltimore. Note: advance payments will be discussed during negotiations.
- 6) State what method of payment will be requested; either fixed unit price or cost reimbursement with a demonstrated performance basis.

If a fixed unit price contract is proposed, describe in detail the proposed outcome based payment points and the documentation that will be submitted to prove attainment of the outcome. If a cost reimbursement with a demonstrated performance holdback contract is proposed, provide the proposed percentage of the total cost that will be withheld (minimum is 25%) until measurable performance outcomes are achieved and documented. Describe the measurable performance outcomes to which the proposer will have its payment and the documentation that will be submitted to prove attainment of the outcome.

- 7) If funded, what percentage of the proposing agency's total budget will this contract represent?
- 8) Describe any indirect costs that are proposed, how the indirect was determined, and what general costs are included in the rate. If indirect costs are included in the budget, the proposer must have an approved indirect cost rate. Provide a copy of the indirect cost rate approval letter and the approved rate.

All proposals will be evaluated on the basis of cost-effectiveness in relation to high quality service delivery. To accomplish this, the LWIB and the MOED's staff shall conduct an analysis of proposed costs during the proposal review process. Agencies are therefore encouraged to submit their best offer for providing the program solicited in this RFP and to thoroughly describe and justify the proposed costs. This analysis shall be conducted to ensure that the proposed costs are necessary, fair and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is no duplication of costs with other programs; to ensure that the costs are directly associated with carrying out only the proposed services; and to ensure that the proposed costs will benefit the One-Stop system.

PART VI: PROPOSAL PREPARATION INSTRUCTIONS

A. Who Can Submit a Proposal

All public or private not-for-profit corporations, local education agencies, governmental units, public agencies, or private-for-profit corporations properly organized in accordance with State and Federal law and in business for at least 1 year may submit a proposal for funding. Minority and women-owned and operated businesses are encouraged to submit a proposal.

No more than 1 organization will be selected to contractually manage the Northwest One-Stop Career Center and deliver all activities described in this RFP. Each proposer is advised that the MOED will hold the prime contractor totally responsible and accountable for effectively and efficiently managing and delivering the services and activities described in this RFP while providing excellent customer service and achieving the contracted performance outcomes. The prime One-Stop contractor may subcontract with other entities with prior approval of the MOED; proposers to adhere to Article 5, Subtitle 28 of the Baltimore City Code. A proposal that includes subcontracting *all* activities and services in this RFP to other agencies will not be considered responsive.

No entity may compete for funds if: (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the entity's previous contract(s) with the MOED have been terminated for cause; or (3) the entity has not complied with an official order to repay disallowed costs incurred during its conduct of programs or services.

B. Responsive Proposals

To be considered responsive, proposals must meet the following minimum criteria:

- 1) One (1) original proposal, fifteen (15) copies and a computer disk on which the proposal has been saved (note what program it is saved in, e.g., Word '97) must be received into the MOED's office (417 E. Fayette Street, Suite 462, Baltimore, MD 21202) by **no later than the due date and time shown in the Procurement Timetable, Part II of this RFP**. The timely delivery of a proposal is entirely the responsibility of the proposer. Proposals postmarked on or before the proposal due date but delivered after the due date or time will be considered non-responsive. Proposals hand delivered after the due date or time will be considered non-responsive.
- 2) The original proposal must be manually signed in blue ink by an official authorized to represent and bind the proposing agency and should be

marked "original".

- 3) Proposals must be presented in the same order as set forth in "Proposal Format" below and contain all information requested.
- 4) Giving incomplete or erroneous information or withholding important information could result in disqualification or, later, contract termination.
- 5) Proposers must demonstrate a general understanding of the one-stop service delivery system, the services solicited by this RFP and the ability to effectively and efficiently manage and deliver those requested services.

C. Proposal Format

Each proposal should be prepared simply and economically, providing a straightforward response to this RFP. Elaborate or expensive bindings, colored displays, and promotional materials are not desired.

The MOED will not return proposals, binders or exhibits. All proposals become the property of the MOED and will be a matter of public record. The MOED shall have the right to use all ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP without the necessity of paying a fee, license, or royalty. Selection or rejection of the proposal will not affect this right.

All proposals must be assembled according to the following outline:

- 1) Cover/Signature Sheet
- 2) Proposal Abstract
- 3) Table of Contents
- 4) Statement of Organization Experience/Capabilities
- 5) Strategy
- 6) Performance Outcomes
- 7) Budget
- 8) Mandatory Attachments
 - a) Service Provider / Vendor Application and Administrative and Financial Capabilities forms (include as Attachment "A")
 - b) Required Certifications (include as Attachment "B")
 - Original signed Drug Free Workplace Certification
 - Original signed Debarment and Suspension Certification
 - Original signed Certification Regarding Lobbying Activities
 - Original signed Conflict of Interest Statement
 - c) The proposing agency's most recent complete CPA certified audit

(Office of Management and Budget {OMB} A-133 Audit) or review, including all management letters, or financial statements (if proposer is private for

profit agency and they do not have a recent audit). (include as Attachment "C")

- d) An organizational chart showing (1) the proposed program's relationship to the overall agency's operations, (2) each position on the organizational chart with an indication of whether the position is paid or volunteer, and (3) the proposed staffing. (include as Attachment "D")
- e) Resumes of key staff that will be involved. (include as Attachment "E")
- f) Copies of any letters of support. (include as Attachment "F")
- g) Copies of any letters committing match or in-kind services. (include as Attachment "G")
- h) A copy of the proposing agency's Board of Directors list, including other affiliations. (include as Attachment "H")
- i) Evidence of the proposer's compliance with federal Equal Employment Opportunity obligations as set forth in Title 41 CFR and in Executive Order 11246, as amended. The proposer must also submit evidence of their compliance with federal Affirmative Action obligations as set forth in 41 CFR 60-1. This evidence can be provided by submitting the most current EEO-1 form and the EEO-1 forms from the two preceding years.

PART VII: SELECTION

The MOED maintains a policy that an organization must possess the demonstrated ability to perform successfully under the terms and conditions of a proposed contract prior to the contract being executed. Determinations of demonstrated performance shall take into consideration such matters as to whether the organization has:

- ◆ Adequate financial resources or the ability to obtain them;
- ◆ The ability to meet the RFP design specifications at a reasonable cost, as well as the ability to meet performance goals;
- ◆ A satisfactory record of past performance in delivering the proposed services, including demonstrated quality of services and successful outcome rates from past programs;
- ◆ The ability to provide services and/or a program that can meet the need identified;
- ◆ A satisfactory record of integrity, business ethics and fiscal accountability;
- ◆ The necessary organization, accounting and operational controls; and
- ◆ The technical skills to perform the work.

All prospective proposers are prohibited from contacting any BWIB board member, BWIB committee member or the MOED staff (other than contact person identified in Part I of this RFP) regarding this solicitation to avoid actual conflicts, the appearance of conflicts, or undue influence over the process. Contact with anyone for purposes of influencing the outcome of the procurement process will result in the disqualification of the prospective proposer.

A. Proposal Review and Contract Award

Proposals will be initially reviewed and rated by the BWIB will be using a point system based on a Proposal Evaluation / Rating Form. The review team will prepare a proposal-rating summary for review by the Board and/or one of its committees. A proposal will be selected for award contingent upon successful contract negotiation.

A contract may be awarded based on offers received, without discussion of such offers with the proposers. Each offer should, therefore, be submitted in the most

favorable terms, from a price and technical standpoint that the offeror can make. However, the review team reserves the right to request additional data, oral discussion or presentation in support of written proposals.

Final award of a contract will be contingent upon:

- ◆ successful negotiation of a contract;
- ◆ acceptance by the proposer of the contract terms and conditions;
- ◆ satisfactory verification of past performance and systems (e.g., financial), where applicable; and
- ◆ availability of funding.

B. Conditions of This RFP

This Request for Proposal does not commit or obligate the MOED to award a contract, to commit any funds identified in this RFP document, to pay any costs incurred in the preparation or presentation of a proposal to this RFP, to pay for any costs incurred in advance of the execution of a contract, or to procure or contract for services or supplies.

The following conditions are applicable to all proposals. The MOED reserves the right to:

1. Accept or reject any or all proposals in whole or in part, which it considers not to be in its best interest.
2. Change or waive any provisions set forth in this RFP.
3. Return non-conforming proposals without review.
4. Waive informalities and minor irregularities in proposals received.
5. Negotiate any and all proposed terms, conditions, costs, staffing level, services / activities mix, and all other specifics.
6. Request a) additional data, b) technical or price revisions, or c) oral presentations in support of the written proposal.
7. Determine that an arms-length agreement exists between the proposer and any subcontractors or vendors they might choose to use.
8. Require the establishment of escrow accounts for a Contractor that currently has outstanding debts to the MOED as a result of audits or monitoring reviews.
9. Conduct a pre-award review that may include, but is not limited to, a review of the proposer's record keeping procedures, management

systems, accounting and administrative systems, and program materials.

10. Use additional or deobligated grant funds to increase the slot level of successful programs.
11. Change specifications and modify contracts as necessary to (a) facilitate compliance with the legislation, regulations and policy directives, (b) to manage funding and (c) to meet the needs of the customers.
12. End contract negotiations if acceptable progress, as determined by the MOED, is not being made within a reasonable time frame.

ATTACHMENT 1

Cover Page

BALTIMORE WORKFORCE INVESTMENT BOARD
Proposal Cover sheet

Submitted in response to RFP # FY01-01

NAME OF PROPOSING AGENCY: _____

ADDRESS: _____

TELEPHONE NUMBER: _____

FAX NUMBER: _____

EMAIL ADDRESS: _____

Name and title of person authorized to answer any questions about the proposal, negotiate the contract terms and contractually bind the proposer:

I do hereby certify that this proposal is submitted in accordance with the provisions and conditions outlined in RFP # FY01-01, that all the information is complete and accurate, and that this proposal represents a firm and fixed offer to provide the requested services. I also certify that the fees in the proposal have been arrived at independently, without consultation, communication, or agreement with any other proposer or with any other competitor for the purpose of restricting competition, as to any matter relating to such fees; and no attempt has been made or will be made by the proposer to induce any other person or agency to submit or not submit a proposal for the purpose of limiting or restricting competition. I further certify that this agency can and will provide and make available, at a minimum, all services described in this proposal.

Signature of Individual with Signatory Authority Date

Typed Name and Title

ATTACHMENT 2

Proposal Abstract

ATTACHMENT 3

Forms

PROPOSED BUDGET SUMMARY

Budget Line Items	Direct Program Costs	Non-Direct Costs	Total
1. Salaries			
2. Fringe Benefits			
a) FICA			
b) FICA, Med			
c) Health Insurance			
d)			
e)			
f)			
3. Office Supplies			
4. Staff Travel, in state			
5. Staff Travel, out of state			
6. Staff training			
7. Rent*	\$124,000.00		
8. Telephone	\$25,000.00		
9. Other (Specify)			
Grand Total			
Percentage of Grand Total			100%

*Includes utilities, maintenance and electronic security.

DO NOT BUDGET FOR COMPUTERS, FAX MACHINES, THE PURCHASE OF PHOTOCOPIERS, VIDEO CAMERAS, TELEVISIONS OR OFFICE FURNITURE IN THAT THESE ITEMS ARE AT THE FACILITY.

PROPOSED BUDGET: SALARIES

Position / Job Title	# Staff	Annual Salary	% Charged to this Proposal	Amount Charged to Direct Program	Amount Charged to Non-Direct	Total
Total						

Performance Outcomes

These performance outcomes are intended to be accomplished for all individuals served in the Core, Intensive and Training tiers during the initial program year and for all additional individuals served each subsequent year thereafter unless different outcome measures are negotiated in subsequent years. The proposer should understand that the following performance standards will be used by the MOED to measure the success of this contract and assure the quality of the service delivery. Note, these goals may be different from the performance pay points negotiated as part of this contract.

Note, additional performance standards may be required, such as earnings gain and credential attainment – that are not yet included in this RFP as well as additional performance outcomes that may need to be negotiated. As these standards and performance outcomes are further defined, the MOED reserves the right to modify this RFP to include these standards.

The MOED has established the following goals, which must be met or exceeded during and at the completion of each contract year:

- Service will be provided to 3500 new customers. Services may include self-directed and assisted job search, short term workshops, informational activities, and training.
- 1400 customers will receive intensive services.
- 100 customers will enroll in an Individual Training Account.
- 50 customers will enroll in a Customized/ OJT training.
- 30 customers will enroll in Class-size training opportunities developed for special populations such as ex-offenders, older youth, disabled population, and Dislocated Workers.
- 80% of all job placements must have Health Benefits
- 1750 customers must be placed in jobs.

1170 must meet the Workforce Investment Act performance measures defined by a targeted wage increase and employment retention.

An average hourly WIA placement wage is defined as \$7.75 for Adults and \$7.90 for Dislocated Workers.

Earnings change rates are defined as: WIA Adults - an increase of \$3,250 in 2nd and 3rd quarters after exit compared to the 2nd and 3rd quarter's prior

earnings. Dislocated Workers – 92% earnings replacement defined in the Federal Training and Employment Guidance Letter 7-99. Number of Dislocated Workers who are employed in the third quarter after exit divided by the number of dislocated workers who exit during the quarter.

- Employment retention rates are defined as customers working 6 months after job placement. Goal: WIA Adults – 80%; Dislocated Workers – 84%.
- 80% customer satisfaction rate for job seekers and employers as demonstrated by the MOED Customer Survey.
- Youth goals:

The Center will enroll and serve 400 youth between the ages of 19-21.

- 65% of those enrolled will obtain employment with an average placement wage of \$6.75/hr.
- 76% of those placed will still be working in the 3rd quarter after exit. Exit is defined as termination of services being provided by the center, except for follow-up and retention services.
- 50% of those enrolled will receive a credential by the end of the 3rd quarter after exit.

ADMINISTRATIVE AND FINANCIAL CAPABILITIES CHECKLIST

Please respond to each statement or question with a "yes" or "no" answer. Briefly explain any "no" answer on another page or in the limited space provided.

	Yes	No
1. All positions with the proposing agency have up-to-date job descriptions.	_____	_____
2. All employees meet the minimum qualifications specified in their job descriptions.	_____	_____
3. All W-2's and I-9's with appropriate documentation are on file.	_____	_____
4. Withholding and FICA deposits have been made in full on a timely basis.	_____	_____
5. Insurance and bonding policies are current and all appropriate staff are Covered.	_____	_____
6. The facilities of this agency and any training location are accessible to the disabled. Attach a completed ADA facility checklist.	NA	NA
7. The books of account are auditable.	_____	_____
8. Administrative and internal accounting controls are adequate to safeguard program assets.	_____	_____
9. The accounting system adequately accounts for program funds.	_____	_____
10. Financial reports fairly present accrued program expenditures by established cost categories	_____	_____
11. Budgetary procedures are adequate to control expenditures.	_____	_____
12. The agency has a written accounting procedures manual that includes procedures for:		
a) coding of expenditures by:		
(1) contract year or program year	_____	_____
(2) funding source	_____	_____
(3) cost category	_____	_____
b) bank reconciliations	_____	_____
c) posting to books	_____	_____
d) monthly close-out	_____	_____
e) trial balancing	_____	_____
f) development of accruals	_____	_____
g) segregation of duties	_____	_____
h) cost allocation	_____	_____
i) budgetary control	_____	_____
j) cash management	_____	_____
k) cash receipt and disbursement	_____	_____
l) payroll	_____	_____
m) reconciliation of any petty cash fund	_____	_____

- | | | |
|--|-------|-------|
| 13. The procedures in the accounting manual are being followed. | _____ | _____ |
| 14. Internal controls | _____ | _____ |
| a) for cash receipts: | | |
| (1) cash is properly controlled and promptly deposited when received | _____ | _____ |
| (2) funds are deposited in a bank in interest bearing checking accounts and secured by FDIC or other security | _____ | _____ |
| b) checks are: | | |
| (1) pre-numbered | _____ | _____ |
| (2) adequately safeguarded | _____ | _____ |
| (3) properly mutilated when voided | _____ | _____ |
| (4) not allowed to be written for cash | _____ | _____ |
| (5) not allowed to be signed in advance | _____ | _____ |
| c) for cash disbursements: | | |
| (1) invoices are approved prior to payment | _____ | _____ |
| (2) documentation accompanies checks to be signed | _____ | _____ |
| (3) documentation is stamped to prevent reuse | _____ | _____ |
| (4) control over signature machine is adequate | _____ | _____ |
| (5) disbursements are made only by check | _____ | _____ |
| (6) checks are not returned to preparer after signing | _____ | _____ |
| d) for bank reconciliations: | | |
| (1) they are performed on time | _____ | _____ |
| (2) they are performed by someone who does not perform cash functions | _____ | _____ |
| (3) unusual items are investigated promptly | _____ | _____ |
| e) for payroll: | | |
| (1) time sheets are used and signed by both the employee and supervisor | _____ | _____ |
| (2) payrolls are approved by management for accuracy and existence of bonafide employees | _____ | _____ |
| (3) preparation and check distribution functions are segregated | _____ | _____ |
| (4) leave time is properly controlled | _____ | _____ |
| f) for purchases: | | |
| (1) purchase orders are pre-numbered and controlled | _____ | _____ |
| (2) receiving reports are prepared and compared to P.O. and invoice | _____ | _____ |
| (3) returned purchases are controlled | _____ | _____ |
| (4) payments are made within discount periods | _____ | _____ |
| 15. The agency's budget has no areas for potential cost overruns. | _____ | _____ |
| 16. The agency is not trying to make up for a shortfall in another program by using the funds from this program. | _____ | _____ |

I hereby certify that I have completed this Administrative and Financial Capabilities Checklist accurately and to the best of my knowledge. I, the financial officer or C.E.O. of the proposing agency, accept responsibility for providing financial services adequate to insure the establishment and maintenance of an accounting system with internal controls adequate to safeguard program funds.

Signature

Date

Typed Name

PROVISIONS REGARDING A DRUG-FREE WORKPLACE

The regulations regarding a drug-free workplace were published in Part II of the April 25, 1989 Federal Register (pages 17861-17862).

A. Definitions. As used in this provision,

"Controlled substance" means a controlled substance in schedules I through V of section 202 of the Controlled Substances Act (21 U.S.C. 812) and as further defined in regulation at 21 CFR 1308.11 - 1308.15.

"Conviction" means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes.

"Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, possession or use of any controlled substance.

"Drug-free workplace" means a site for the performance of work done in connection with a specific contract at which employees of the Contractor are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance.

"Employee" means an employee of a Contractor directly engaged in the performance of work under a government contract.

"Individual" means an proposer/contractor that has more than one employee including the proposer/contractor.

B. By submission of its offer, the proposer, if other than an individual, who is making an offer that equals or exceeds \$25,000, certifies and agrees, that with respect to all employees of the proposer to be employed under a contract resulting from this solicitation, it will:

1. Publish a statement notifying such employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establish a drug-free awareness program to inform such employees about--
 - i. The dangers of drug abuse in the workplace;
 - ii. The Contractor's policy of maintaining a drug-free workplace;
 - iii. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - iv. The penalties that may be imposed upon employees for drug violations occurring in the workplace;
3. Provide all employees engaged in the performance of the contract with a copy of the statement (b) (1) of this provision;
4. Notify such employees in the statement required by subparagraph (b) (1) of this provision that as a condition of continued employment on the contract resulting

- from this solicitation, the employee will--
- i. Abide by the terms of the statement; and
 - ii. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
5. Notify the contracting officer within ten (10) days after receiving notice under subdivision (b) (4) (ii) of this provision, from an employee or otherwise receiving notice of such conviction; and
 6. Within 30 days after receiving notice under subparagraph (a) (4) of this provision of a conviction, impose the following sanctions or remedial measure on any employee who is convicted of drug abuse violations occurring in the workplace;
 - i. Take appropriate personnel action against such employee, up to and including termination or;
 - ii. Require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency.
 7. Make a good faith effort to maintain a drug-free workplace through implementation of subparagraphs (b) (1) through (b) (6) of this provision.
- C. By submission of its offer, the proposer, if an individual who is making an offer of any dollar value, certifies and agrees that the proposer will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in the performance of the contract resulting from this solicitation.
- D. Failure of the proposer to provide the certification required by paragraph (b) or (c) of this provision, renders the proposer unqualified and ineligible for award.
- E. In addition to other remedies available to the Government, the certification in paragraphs (b) or (c) of this provision concerns a matter within the jurisdiction of any agency of the United States and the making of false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

Where the proposer is unable to certify to any of the statements in these provisions, the proposer shall attach an explanation to this proposal.

Proposer shall also submit a copy of its policy regarding a drug-free workplace to the MOED within ten (10) days of the notification of the awarding of a contract.

Name/Signature/Job Title of Authorized Representative

**Certification Regarding
Debarment, Suspension, and Other Responsibility Matters
Primary Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**(BEFORE SIGNING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE
AN INTEGRAL PART OF THE CERTIFICATION)**

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its officers / principals:
 - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal, state or local governmental department or agency;
 - b. Have not been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission or embezzlement, theft, forgery, bribery, falsification or destruction of statutes or commission or embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1) (b) of this certification;
and
 - d. Have not had one or more public transactions (Federal, State, or local) terminated for cause or default.

2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

**Certification Regarding
Debarment, Suspension, and Other Responsibility Matters
Primary Covered Transactions**

Instruction for Certification

1. By signing and submitting this certificate, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit the explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the Baltimore Workforce Investment Board and the Mayor's Office of Employment Development's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the Mayor's Office of Employment Development determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available, the Mayor's Office of Employment Development may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the Mayor's Office of Employment Development if at any time the prospective primary participant learns its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Federal Executive Order 12549.
6. The prospective primary participant agrees by submitting this certificate that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Mayor's Office of Employment Development.
7. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly entered into a lower tier covered transaction with a person who is suspended, debarred, ineligible,

or voluntarily excluded from participation in this transaction, in addition to other remedies available, the Mayor's Office of Employment Development may terminate this transaction for cause or default.

CERTIFICATION REGARDING LOBBYING

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was place when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subjected to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Proposing Organization

Program/Title

Name of Certifying Official

Signature

Date

**BALTIMORE WORKFORCE INVESTEMENT BOARD
and the
MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT
CONFLICT OF INTEREST STATEMENT/CERTIFICATION**

The Proposer must execute either Section 1 or Section 2 hereunder relative to the Baltimore Workforce Investment (BWIB) and the Mayor's Office of Employment Development (MOED). Failure to execute either Section may result in rejection of this Proposal. In addition, the Proposer must execute Section 3 of this form.

SECTION 1

I hereby certify that no official or employee of the BWIB or MOED, or any board or committee member of BWIB or MOED, or any immediate family member of a BWIB or MOED employee, board or committee member has a material financial interest in this firm.

Signature: _____

Name of Official (Type or Print): _____

Company Name: _____

Business Address: _____

City, State, Zip Code: _____

SECTION 2

I hereby certify that the following named BWIB or MOED employee(s), board member(s), committee member(s), or immediate family member of a BWIB or MOED employee, board or committee member has a material financial interest(s) [in excess of 5%] in this firm and has filed the appropriate Conflict of Interest statements with the BWIB or MOED prior to the review and discussion of this proposal.

Name	Title or Position	Date Of Filing

Signature: _____

Name of Official (Type or Print): _____

Company Name: _____

Business
Address:

City, State, Zip
Code:

SECTION 3

The following BWIB or MOED officials, board members, committee members (including ad hoc voting committee members) and/or employees should declare a conflict of interest and refrain from discussion or voting on this procurement because they are, in some way, associated with this proposing agency:

Signature: _____

Name of Official (Type or
Print): _____

Company Name: _____

Name(s) of Official, Board member,
committee member or employee and
type of association: _____